



Employer Brand Management Awards

WINNERS BOOK



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WELCOME



Andrew Thomas
Publisher
Communicate magazine

I am delighted we are able to hold this year's Employer Brand Management Awards as an in-person event. We have all had enough of streamed awards shows, of virtual events, of online gatherings. It is tremendous that so many people have come together to celebrate the best in employer brand.

At last year's Employer Brand Management Awards (sadly held online) I reminded those watching of the crucial role they will play when the world starts to return to normal. The past 18 months has been a challenge for all of us and the varied ways companies have responded to the pandemic has been extremely interesting to observe. The next year could be even more interesting, as organisations start to come to terms with the new normal of hybrid working and post-brexit talent attraction.

Having seen the world from tonight's winners I know you have the potential to rise to that challenge. Congratulations to you all.

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JUDGES



Catherine Adenle
Director of employer brand
Elsevier

Catherine Adenle is the director of employer brand at Elsevier, a global leader in information and analytics helping researchers and healthcare professionals advance science and improve health outcomes. Catherine leads the company's employer brand agenda to drive and expand external awareness, employer reputation, consideration and preference. At Elsevier, she built an award-winning advocacy programme, implemented the employer brand social media strategy and function by evolving the employer brand identity.



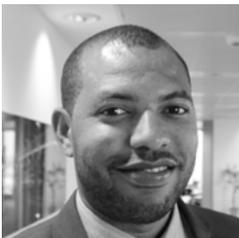
Sadhana Bhide
Head of career transition
services and global alumni
Barclays

Sadhana is an experienced HR professional and has worked in the broadcast media, distribution and financial services industries, leading international projects focused on managing change and developing the colleague experience. Sadhana heads up the Barclays Global Alumni programme, and she created the London Alumni Directors forum to share inspiration and best practice on managing and developing corporate Alumni programmes.



Steven Brand
Talent attraction, marketing
and experience lead
HSBC

Steven has worked with and directed the employer brands of some of the world's largest organisations including HSBC, Accenture, Deloitte and Unilever. Having worked in a mix of in-house and creative agency roles, Steven thinks the power of the employer brand remains relatively untapped. He is passionate about sustainable employer brand activations, platforms and assets that help an organisation to tell its own stories.



Kenty Brumant
Employer brand manager EMEA
Thermo Fisher Scientific

Kenty is responsible for activating Thermo Fisher Scientific's employer brand across the EMEA Region with more than 25,000 employees across 26 countries. He does this by leveraging the global employment brand architecture to implement a content-based strategy through storytelling as a key member of the Global Talent Attraction team. When it comes to employer branding, Kenty is especially keen on channel diversification, optimisation and adoption as it relates to different markets and cultures.



Helen Durkin
Senior employer brand
program manager
Indeed.com

Helen is responsible for building Indeed's employer brand reputation and owning the content and advertising strategy across EMEA. With over 10 years experience working for brands such as Indeed, Sage and Carphone Warehouse/Dixons Carphone, Helen has experienced most of the challenges within the EB space.



Jona Gjini
Former global employer brand lead
Vodafone

At Vodafone, Jona led the employer brand agenda globally by driving the people strategy for 26 markets. With a background in brand and marketing communications, her expertise lies in strategy, research, content and communications. Having worked at Vodafone for five years, Jona's role was to make the brand the employer of choice in as many markets as possible through various integrated campaigns.



Richard Gordon
Head of employer brand and attraction
Entain

Richard has spent most of the last 13 years working in the employer brand and recruitment marketing sector in a variety of media, agency and client-side roles. In his current role at Entain, he is responsible for activating the company's employer brand globally – externally and internally – across all owned and third-party channels and platforms, including careers sites and social media. Richard is particularly passionate about attraction, good social content, and the use of tech to improve candidate and employee engagement.



Catherine Hearn
Director talent acquisition, consumer EMEA
Amazon

Catherine recently joined Amazon to lead the talent acquisition team for consumer in EMEA, which includes an award-winning regional employer brand team. Catherine joined Amazon from the BBC where she was director of resourcing & talent, a role in which she led recruitment across all hires and was responsible for creating the employer brand and social strategy. Prior to the BBC Catherine was at Disney in EMEA.



Alison Heron
Employer brand and employee experience lead, consumer healthcare
GSK

With almost 20 years of experience in branding and marketing, Alison has worked on both the supplier and employer side. She directed a number of campaigns for graduate employers when working at a communications agency for almost 10 years. At KPMG Alison led the recruitment marketing team, responsible for both graduate and experienced hire marketing. In July 2014 Alison moved to GSK to look after early talent branding, where she is now responsible for their employer brand globally.



Billie Kessell
Head of project delivery
Tonic Agency

Billie leads the project delivery team at Tonic, working across several award-winning clients. Since moving from New Zealand six years ago, she has had the opportunity to work with a wide variety of global clients, supporting each with the end-to-end delivery of their employer brands. During this time, Billie has specialised EVP development and creative delivery, specifically in video and photography production.



Rob Lewis
Employer branding assistant manager
L'Oréal

Rob is an experienced employer brand professional with a passion for digital marketing, social media and creative storytelling. He has worked for a number of global, multi-brand companies, specialising in talent acquisition strategies and employer brand creative design. With a background in FMCG through regional and global roles in Kellogg's and Mondelez International, Rob now works for L'Oréal in the UK and Ireland business, leading their employer brand strategy into the local market.



Lan Lieu
Recruitment marketing lead
Metropolitan Police Service

Lan joined the Met in 2007 and has worked in a variety of communication roles before joining the campaigns and marketing team seven years ago. She has led the recruitment marketing team and the campaign to attract thousands of new police officers while increasing diverse representation amongst applicants since 2019.

JUDGES



Paula Simmons
Director of employer brand and communications strategy
TMP Worldwide

Paula's background is a combination of PR and corporate communications, recruitment and employer branding. Having started her career at PR consultancy Hill+Knowlton strategies, she became a founding member of the London office of what is now Beattie Communications, before heading up corporate recruitment at a specialist PR search and selection firm. In her current role at TMP Worldwide, Paula delivers actionable insights and consultancy to clients across a range of industry sectors.



Sharmini Stickney
Manager of talent brand and recruitment marketing EMEA
Stryker

Sharmini leads the strategic development, management and execution of Stryker's talent brand identity, including the corporate and talent narrative, messaging and visual aspects across Europe, Middle East and Africa. Sharmini has over 12 years of experience in content creation, brand building, advertising, talent attraction and recruitment marketing for brands including the Boston Consulting Group and clients such as Heineken and MINI. Sharmini is especially passionate about the candidate journey and tech in the employer branding space.

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WINNERS

COMMUNICATION

Best alignment of the employer value proposition with corporate brand values

Gold – GSK and Tonic

Silver – Guidewire and Ph.Creative
Bronze – SAP
Bronze – Univé and Proof Agency
Highly commended – Petrol Ofisi and Talent Brand Company

Best communication of the employer brand to the external audience

Gold – Metropolitan Police Service and Tonic

Silver – B&Q and ThirtyThree
Silver – Mars and Symphony Talent
Bronze – NatWest Group and Ph.Creative
Bronze – Signature Senior Lifestyle and WeLove9am

Best communication of the employer brand to the internal audience

Gold – The Good Care Group and Creed Comms

Silver – Mars and Symphony Talent
Silver – Orkla and Symphony Talent
Bronze – BT and Ph.Creative
Highly commended – Sage and Universum

Best short-term or one-off employer brand campaign

Gold – Southern Co-op and WeLove9am

Silver – EY
Bronze – Barclays and Tonic
Bronze – CMS and Blackbridge Communications
Highly commended – EE and ThirtyThree

Best use of digital

Gold – BT and Ph.Creative

Silver – Mars and Symphony Talent
Silver – Nexans and Symphony Talent
Bronze – Accenture and ThirtyThree
Highly commended – PwC Poland

Best social media strategy

Gold – Dixons Carphone and Tonic

Silver – BT and Ph.Creative
Bronze – Barclays and Tonic
Highly commended – Agilent and Cielo Talent
Highly commended – NatWest Group and Ph.Creative

Best integration of the employer brand in communication strategy

Gold – Adidas and Cloudfactory

Gold – DRPG

Best employer brand innovation

Gold – EY and Radancy

Silver – BT and Ph.Creative
Silver – Mars and Symphony Talent
Bronze – Nexans and Symphony Talent
Highly commended – PwC Poland

EMPLOYER BRAND POSITIONING

Best diversity and inclusion strategy

Gold – ITV and Chatter Communications

Silver – AXA UK and ThirtyThree
Bronze – SAP

Best management of the employer brand following a change of mission, positioning, or management

Gold – Philip Morris International and Dawson Walker Communications

Silver – Capita and ThirtyThree
Bronze – George at Asda and Chatter Communications
Bronze – NatWest Group and Ph.Creative
Highly commended – Open GI and DRPG

Best management of the employer brand following a merger or acquisition

Gold – London Stock Exchange Group plc and Bladonmore

Best localisation programme

Gold – Mars and Symphony Talent

Silver – Hyundai Motor Europe and BrandPointZero
Bronze – Becton Dickinson and Cielo Talent

EMPLOYEE JOURNEY

Best employee experience

Gold – William Hill and WPA Pinfold

Silver – PwC Poland
Bronze – Applus+

Best employer brand management event

Gold – EY

Silver – SAP
Bronze – Accenture and ThirtyThree
Bronze – BT Consumer and DRPG

Best brand ambassador programme

Gold – Mars and Symphony Talent

Silver – Wiser
Bronze – Booking.com and Cloudfactory

Best onboarding and/or reboarding programme
Gold – The Good Care Group and Creed Comms
Silver – Sibur and makelove agency
Bronze – BT and Ph.Creative

Best employee wellbeing initiative
Gold – Arriva and WPA Pinfold
Silver – Axiad
Bronze – Publicis Sapient
Highly commended – Places for People

SECTOR

Best employer brand management from the engineering and manufacturing sector
Gold – Hyundai Motor Europe and BrandPointZero
Silver – Nexans and Symphony Talent
Bronze – Turkish Aerospace

Best employer brand management from the financial services sector
Gold – Aviva and Blackbridge Communications
Silver – AMS and Royal London
Silver – MyCSP on behalf of Civil Service Pensions

Best employer brand management from the FMCG sector
Gold – Philip Morris International and Dawson Walker Communications
Silver – Heineken and Cloudfactory

Best employer brand management from the healthcare and pharmaceuticals sector
Gold – The Good Care Group and Creed Comms
Silver – GSK and Tonic
Bronze – Signature Senior Lifestyle and WeLove9am

Best employer brand management from the professional services sector
Gold – CMS and Blackbridge Communications

Best employer brand management from the public sector
Gold – DWP Digital and SMRS

Best employer brand management from the retail sector
Gold – Asda and Chatter Communications
Silver – Leroy Merlin and makelove agency

Best employer brand management from the technology, media and telecommunications sector
Gold – Fujitsu and Creed Comms
Silver – Telegraph Media Group and That Little Agency
Bronze – ASM and Cielo Talent
Bronze – SAP

Best employer brand management from the travel, leisure and tourism sector
Gold – Booking.com and Cloudfactory
Silver – easyJet

SPECIAL RECOGNITION

Best employer brand strategy during Covid-19
Gold – Orkla and Symphony Talent
Silver – AXA UK and ThirtyThree
Bronze – MyCSP
Highly commended – PwC Poland
Highly commended – SAP

Best ongoing commitment to employer brand management
Gold – SAP

Best creative execution of the employer brand
Winner – EY

Grand prix of employer brand management
Winner – The Good Care Group and Creed Comms

Best alignment of the employer value proposition with corporate brand values

Gold – GSK and Tonic

With support from its CEO, GSK set out to become a more engaging, modern employer capable of nurturing and attracting the best talent. To achieve its goals, it delivered an employer brand programme that united people with the employer in a meaningful way.

Not only was the company's employer brand transformed, but country- and region-level needs were addressed through the flexible strategy. The EVP was integrated into the corporate brand by aligning the company behind a sense of purpose and a performance-driven culture. Judges thought this was an impressive programme that helped integrate the company on a global level. One said GSK and Tonic Agency exhibited “a really strong demonstration of how the corporate brand values is at the heart of the EVP,” while another added that the EVP was “well thought out, multidimensional and seems like a natural extension of the corporate brand values.”



Silver – Guidewire and Ph.Creative

To unify Guidewire's employees behind a common goal and purpose, as the business grows and faces changes, Ph.Creative developed an EVP that was aligned to the external rebrand the company was undergoing. Judges thought this was a clear demonstration of the synergy between the corporate brand and the EVP, yielding great results for Guidewire in the process.



Bronze – SAP

As a tech company, SAP has the dual challenge of competing against the likes of Google and Amazon, while also staying true to its own character. To do so, it developed an EVP that encourages people to bring their entire selves to work, aligning well with SAP's external positioning of improving people's lives by keeping the world running.



Bronze – Univé and Proof Agency

As Univé is a cooperative, Proof had to ensure that the EVP was developed alongside members. It had to reflect who the organisation was while also setting out an intention for the future of Univé. Judges praised Proof's research and development process as well as the engaging campaign delivered by Univé.



Highly commended – Petrol Ofisi and Talent Brand Company

Best communication of the employer brand to the external audience



Gold – Metropolitan Police Service and Tonic

With its employer brand, 'Do something real' in place since 2019, the Metropolitan Police was succeeding in terms of training and recruitment. But, in order to diversify its applicant pool, it worked with Tonic on a refreshed 'Do the job' campaign. This was supported by two new routes of entry into the Met Police.

To challenge preconceptions about policing and reach a broader audience of women, young people and BAME audiences, 'Do the job' used an honest, conversational style to communicate more deeply about the role of policing. The authentic photography style enabled the campaign to engage on social channels while the copy style was flexible enough to adapt to events like Black History Month. Judges thought this approach was commendable across all its touchpoints, but particularly because of its impactful communications.



Silver – B&Q and ThirtyThree

With a new consumer campaign already reaching its audience, ThirtyThree worked with B&Q to identify the key values within its corporate culture and introduce a new employer brand. 'Together we can' married DIY and construction projects with B&Q's brand and its employees in a seamless way. "I really liked this EVP and creative," says one judge. "It aligns with the corporate brand while differentiating it for candidates."



Silver – Mars and Symphony Talent

Symphony Talent had previously worked with Mars on a new employer brand, but it now needed to ensure there was strong awareness of its positioning among existing and prospective employees. It used employee stories within the existing visual identity framework to bring Mars' culture to life for the external audience.



Bronze – NatWest Group and Ph.Creative

NatWest's communication of its transition from RBS to NatWest Group saw it use five different themes with which to engage its audience. But, the onset of Covid-19 proved to be a creative challenge that Ph.Creative used to push the campaign to communicate more authentically. The people-first focus won judges over too, who praised the strategy and results.



Bronze – Signature Senior Lifestyle and WeLove9am

To differentiate itself from other care homes, Signature Senior Lifestyle worked with WeLove9am on 'Wake up to better.' The campaign showed prospective employees Signature's character as an employer in a competitive industry, converting over half of candidates into applicants. Judges loved it, with one saying, "A well-researched employer brand that feels authentic to the organisation; and one that's already started to deliver some impressive results."

Best communication of the employer brand to the internal audience

Gold – The Good Care Group and Creed Comms

To ensure its employer brand was reflective of the strong community feel and tight-knit nature of its culture, the Good Care Group worked with Creed Comms on the development of the campaign. The company carried out a group-wide survey, internal focus groups, leadership interviews and competitor reviews to better understand its own culture and how that fit into the wider care home landscape.

The 'There's nowhere better' employer brand was designed to be used everyday by employees across the business. Judges loved the brand launch strategy, the creative campaign and the impressive results. One said the "purposeful creative" was inclusive, engaging and effective.



Silver – Mars and Symphony Talent

Symphony Talent worked with Mars to implement its employer brand more effectively by creating a corporate anniversary event to present an interactive timeline about Mars' heritage. This was married with personalised employee journey videos shared across the business. One judge said, "This is a fun, engaging campaign that lets the employees be brand advocates. They gave employees an EB toolkit and it worked."



Silver – Orkla and Symphony Talent

Orkla worked with Symphony Talent to adapt its annual internship programme to meet the challenge posed by Covid-19. They introduced the O-Life festival-themed campaign that showcased Orkla's culture and focus on wellbeing. Judges thought this was well-targeted, with one adding, "This feels very personalised. It engaged new interns in a challenging and innovative way using the festival concept."



Bronze – BT and Ph.Creative

To onboard remotely during Covid-19, BT and Ph.Creative deployed the 'We are the protectors' brand across the security function. Using storytelling, interactive tech and inclusive content, the 'protectors' swiftly became a strong, unified team. One judge said, "Great way to onboard and give new joiners a sense of pride and belonging while keeping it fun. Being a 'protector' is like wearing a badge of honour!"



Highly commended – Sage and Universum

Best short-term or one-off employer brand campaign



Gold – Southern Co-op and WeLove9am

To improve understanding about the benefits of working for the Southern Co-op while also encouraging a higher number of applications, the company put its assets to work. It integrated supermarket items into its creative, depicting life at the Southern Co-op in a humorous way.

Targeting potential customers through the fun, engaging campaign allowed the Southern Co-op to harness brand love among its existing audience and reach a wider audience in the process. By integrating QR codes into the creative, the company was able to track engagement at a local level. WeLove9am's strategy paid off, with the company reaching 98% of its hiring target. Judges praised the creative, outside-the-box approach, "This was fun and well developed based on their audience insight, utilising some of their best assets and reaching their audience through multiple touchpoints."



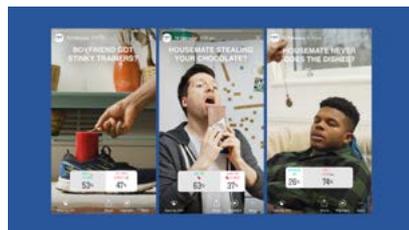
Silver – EY

To deliver its typical student-focused campaign in a pandemic setting, EY had to rethink its approach. To catch young peoples' attentions, EY focused on wellbeing to blend information about EY with fun content and celebrity influence. One judge said, "This entry showed a good understanding of the needs of its target audiences and great use of social targeting and partnerships."



Bronze – Barclays and Tonic

To better showcase its commitment to digital skills and reach digitally savvy young people, Barclays worked with Tonic on an employer brand campaign focused on youth-strong social campaigns and deployed portrait photography to great effect. One judge said, "The proposition was simple to understand, designed to spark curiosity, and really empowering for an audience that might think digital was out of their reach."



Bronze – CMS and Blackbridge Communications

To differentiate itself in a competitive law graduate landscape, CMS worked with Blackbridge Communications on the 'Ingenious Solutions' campaign. The programme featured short films depicting housemates solving everyday problems in unique ways. The fun, fresh content achieved cut-through. One judge called it a "great idea, simply executed to deliver results!"

Highly commended – EE and ThirtyThree

Best use of digital

Gold – BT and Ph.Creative

To improve its positioning as an employer in the cybersecurity space, BT unveiled its 'We are the protectors' campaign. It worked with Ph.Creative to develop an employer brand and onboarding programme that would generate a sense of identity and brand affinity. By framing the 'protectors' as a story of good against evil, security was brought to life in a unique way.

Complementing the films were a Reddit challenge, an online escape room, a social campaign, and an onboarding pack that used AR technology to integrate new starters into BT's culture in the midst of the pandemic. Judges thought this was a fitting strategy for a cybersecurity role, delivered with great ingenuity. One said, "Really strong execution of a very creative idea with a variety of fresh and interesting platforms. It had a clear outcome for the candidate and took into account the onboarding journey."



Silver – Mars and Symphony Talent

To engage the internal audience with Mars' employer brand, Symphony Talent harnessed the company's heritage itself. It developed an online timeline connecting employees with the company and its achievements. It also allowed over 1,700 employees to share their own Mars journeys through short videos. "Great results and original idea; I think the strategy is great on this," said one judge.



Silver – Nexans and Symphony Talent

Influenced by VR ride experiences, Nexans worked with Symphony Talent on a CGI-generated immersive video designed to get employees and prospective employees excited about Nexans' work. Judges thought that Nexans' choice of highlighting the products and what employees actually do at Nexans was a refreshing – and effective – change of pace.



Bronze – Accenture and ThirtyThree

Accenture and ThirtyThree worked together on a strategy that would reach soon-to-be graduates in lieu of in-person campus events during Covid-19. Accenture Live became a massive, interactive, customisable virtual campus event. One judge said, "They have really thought about the audience and motivations. The metrics speak for themselves!"



Highly commended – PwC Poland



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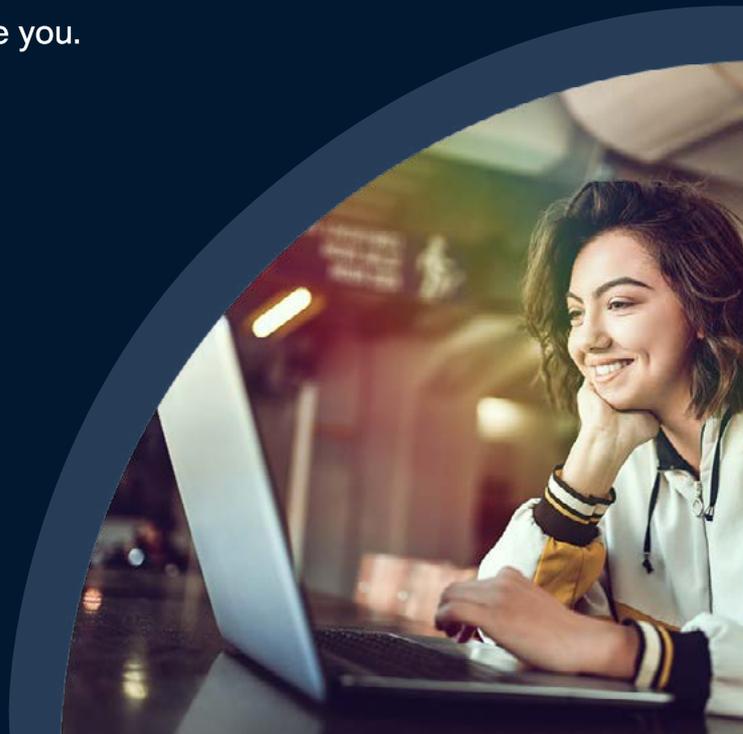
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Best social media strategy

Gold – Dixons Carphone and Tonic

When Covid-19 made Dixons Carphone's employer brand's existing social media strategy obsolete, it had to work swiftly to adapt to the changed world. Instead of attracting new employees, it had to connect with current employees, both furloughed and active, while also promoting a positive, confident sentiment about Dixons Carphone as an employer.

Working with Tonic, Dixons Carphone's strategy was flexible, UGC-first and recognition-focused. Not only were social metrics up, but the company's Glassdoor rating improved from 3.0 to 3.4. Every judge used the word "great" to describe the strategy with one adding, "Great multichannel campaign that's relevant, inclusive and inspiring!"



Silver – BT and Ph.Creative

BT worked with Ph.Creative to focus on diversity and inclusion in early careers in the midst of the pandemic. It used empathy as its watchword, harnessing excitement and connection with the slogan, 'We can.' Focusing on TikTok and other social content, the campaign facilitated conversations around diversity and inclusion across the business.



Bronze – Barclays and Tonic

To highlight Barclays as a career path for digital natives, even among those who might not have recognised digital career options, Tonic deployed a social strategy that humanised Barclays as an employer. Its portrait photography style and omnichannel approach reached a broad, engaged audience. Judges thought the creative stood out and improved Barclays' employer brand in the process.



Highly commended – Agilent and Cielo Talent

Highly commended – NatWest Group and Ph.Creative

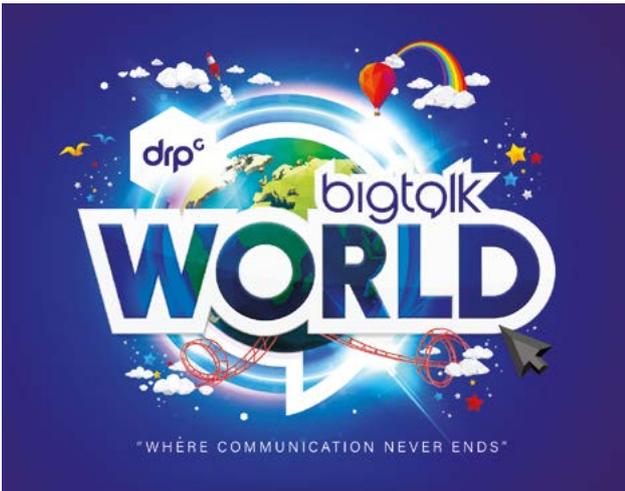
Best integration of the employer brand in communication strategy



Gold – Adidas and Cloudfactory

As part of its transformation from a traditional sports retailer into a cutting-edge e-commerce business, Adidas needed to reframe its recruitment strategy in order to compete. It turned to Cloudfactory to support its repositioning into an employer of the top digital talent. Focusing on creativity, the 'Here to create' campaign was developed to inspire 'creators' to consider Adidas as an employer.

An integrated communications strategy was put into place to reach the target audience. With customised videos, bespoke social content and strong targeting, the content not only reached the right talent, but it yielded a high level of engagement and sentiment as a result. Judges thought the results were impressive in terms of their ability to engage prospective talent.



Gold – DRPG

The DRPGBigTalk event is an annual tradition that brings together key leaders from across the business alongside guests and an engaging content programme. But, with the onset of Covid-19, DRPG had to reimagine its regular event into an immersive, virtual experience showcasing the best of the brand and engaging employees and prospective clients in a refreshing way.

The use of a playful theme park creative concept helped build consistency across the varied, three-day programme of events. It also allowed DRPG to achieve cut-through with its communications around the DRPGBigTalk and build strong, memorable creative in support of the event.

Best employer brand innovation

Gold – EY and Radancy

EY wanted to diversify its applicants from the recent graduate pool to include and encourage more female applicants and promote its regional locations outside London. Calling the programme 'Project you,' EY used personalisation as a hook to reach more women. Women typically apply for jobs only if they meet 100% of the qualifications. By introducing an element of personalisation, EY was able to reach an applicant pool it might have failed to harness.

The results were excellent. EY reached its target audiences and better communicated its positioning and values to a more diverse audience of young people. Judges thought EY's ability to reach a challenging audience in an engaging, unique way stood out. They called its targeted approach innovative and praised the results achieved.



Silver – BT and Ph.Creative

To embed its 'We are the protectors' positioning, BT focused on innovative digital campaigns alongside Ph.Creative. The company crafted a Reddit challenge, a digital escape room, AR corporate merch and online games, alongside the traditional social media campaign. "There's a lot to recommend this piece of work," said one judge. "Innovative across the board with very promising results!"



Silver – Mars and Symphony Talent

As part of the communication of its employer brand to the internal audience, Mars worked with Symphony Talent to deploy a personalised online video creator. The tool asked employees a few simple questions before producing social-ready, individual stories. Over 1,700 videos were created and shared. Judges thought Mars' ability to deliver personalisation without a ton of effort on the part of employees was a great innovation.



Bronze – Nexans and Symphony Talent

Instead of simply communicating about Nexans' work and products, it worked with Symphony Talent on an immersive, VR-style video experience that enabled users to delve deeper into the Nexans world. This interactive approach achieved high levels of engagement and caught the eyes of our judges, too, who praised the creativity of the concept and excellent results.



Highly commended – PwC Poland

Best diversity and inclusion strategy



Gold – ITV and Chatter Communications

ITV has been a staunch believer in diversity and inclusion. But, to achieve its objectives, it needed to align its internal processes and divisions behind a single strategy. It worked with Chatter Communications to optimise its employer brand for more diverse audiences.

The first step was to update its recruitment website for accessibility, designed to engage with underrepresented and less socially mobile audiences. It revamped its communications around its apprenticeship campaign, yielding more diverse applicants in the process. It also examined how it was approaching mid-level and senior talent by integrating diversity and inclusion into the recruitment process. The 360 degree, integrated approach was strategic and detailed and followed through on ITV's commitment to diversity and inclusion.



Silver – AXA UK and ThirtyThree

Axa's yearly 'Stride for Pride' campaign turned digital in response to Covid-19. It encouraged employees to get active in their local areas, sharing their walks with colleagues. The interactive march brought the company together during a difficult time. Judges loved the employee engagement element of this campaign.



Bronze – SAP

With a long history of committing to inclusion, SAP turned its attention to improving racial equality across the business. By promoting its permanent remote roles to underrepresented communities, it was able to reach a broader, more diverse audience. Judges thought this was an excellent addition to SAP's existing positioning around building a diverse workforce.

Best management of the employer brand following a change of mission, positioning, or management

Gold – Philip Morris International and Dawson Walker Communications

Philip Morris International (PMI) has been on a concerted mission to transform itself from a tobacco company to the leader in the smoke-free revolution. To support the transformation affecting the business across every aspect of its operations, it needed to adapt its employer brand.

PMI turned to Dawson Walker Communications to overcome the preconceptions people have of tobacco brands. Using new pillars of purpose including 'revolutionary change' and 'shaping the future,' PMI was able to embark on its ambition to 'Make History,' as the campaign is called. Judges thought the bold move was impressive, ambitious and thorough. One said, "'Make History' could be the turning point in PMI's brand journey!"



Silver – Capita and ThirtyThree

To unite Capita and create a single business from what was once a fractured culture, ThirtyThree developed an employer brand programme that introduced a new EVP and employer brand. Two years after its introduction, the new corporate purpose is now becoming firmly embedded in the organisation. One judge praised, "Everything starts with a purpose and Capita got it right from the start!"



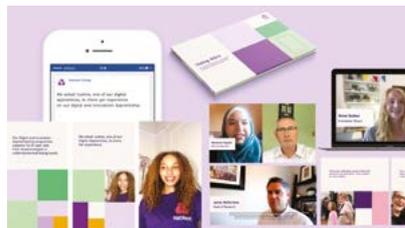
Bronze – George at Asda and Chatter Communications

George at Asda is a fashion giant, but it was somewhat ignored by fashion talent. To promote the creativity, openness and opportunity inherent at George, it worked with Chatter Communications on a campaign focused on joy. The design truly delivered by reaching – and engaging with – George's target audience. Judges praised the campaign's design, consistent messaging and change in positioning.



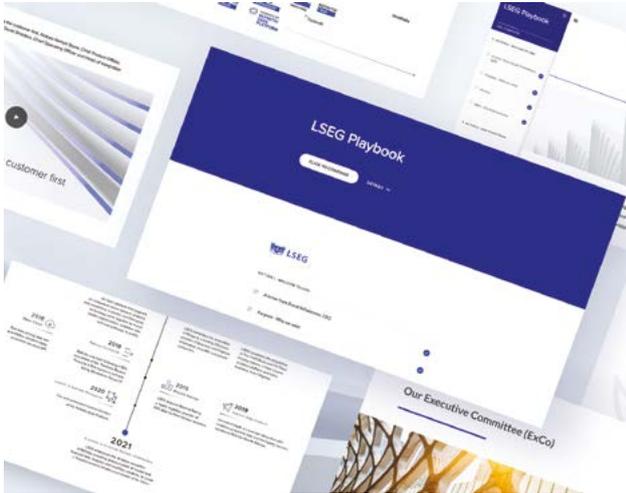
Bronze – NatWest Group and Ph.Creative

To support the rebrand from RBS into the NatWest Group, Ph.Creative crafted an employer brand reassuring the internal audience about the change while also positioning the group well to the best prospective talent. Judges thought the employer brand was well-aligned with the external brand and capably communicated the company's culture and values.



Highly commended – Open GI and DRPG

Best management of the employer brand following a merger or acquisition



Gold – London Stock Exchange Group plc and Bladonmore

In order to integrate data and analytics company Refinitiv into the London Stock Exchange Group (LSEG), the company turned to Bladonmore for support in the communications around the acquisition. One of the key pieces of content was a digital guide designed to communicate the company's purpose, culture and function, showcase its history, the capabilities of each business division and how the LSEG is governed. This crucial information was designed to support and unite employees during a period of change.

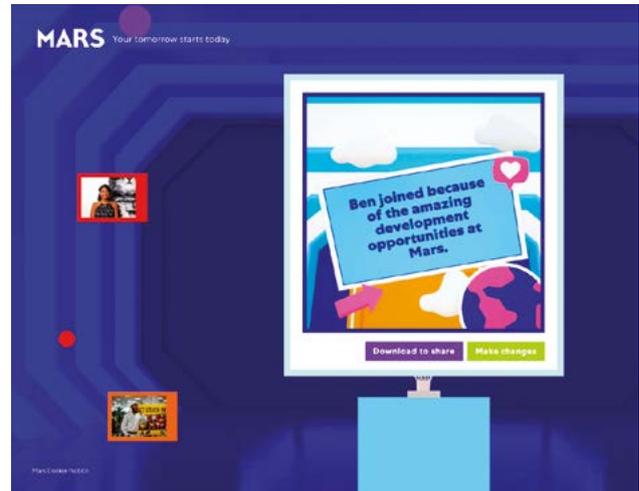
With a tight timescale and the need for a simple navigational structure, Bladonmore delivered a channel that was accessed by 20% of employees on day one alone. The successful content contributed to the seamless acquisition of Refinitiv into the London Stock Exchange Group.

Best localisation programme

Gold – Mars and Symphony Talent

Mars' new global employer brand had to work not only on a strategic level, but on a local level too. To ensure it could reach employees right across the business, Symphony Talent introduced a new employer brand book, a global employer brand community and a customisable careers website.

The global employer brand network was equipped with a social media framework that could be adapted to local needs and a story collection complete with local nuances. Other content was similarly adapted to suit audiences around the world. Judges were as convinced as Mars' audiences. One judge said, "This is a phenomenal example of global work with a defined approach that allows all Mars locations to have a Mars look and feel, yet also be relevant and local to their respective markets."



Silver – Hyundai Motor Europe and BrandPointZero

After deep-dive research into Hyundai's European business, Hyundai Motor Europe's culture and positioning, BrandPointZero identified key points of differentiation that would improve its standing as an employer. By focusing on people, it was able to tap into emotive messaging and an authentic tone of voice that resonated with Hyundai's audiences. Judges thought this approach led to commendable results and appealing creative.



Bronze – Becton Dickinson and Cielo Talent

To improve hiring across 10 countries, medtech brand Becton Dickinson worked with Cielo Talent on a campaign localised to each country's needs. Judges praised the robust insights and data used to deliver an "efficient, effective localisation" of the employer brand.



Best employee experience



Gold – William Hill and WPA Pinfold

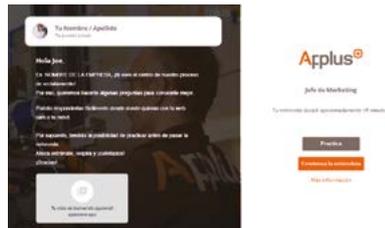
Many companies have been affected by the Covid-19 pandemic. Many still have adopted hybrid or flexible working practices as a result. But William Hill went one step further. Instead of simply letting flexible working happen, it undertook comprehensive research into what its employees wanted and expected out of the company.

WPA Pinfold facilitated 'The big conversation' to better understand both office-based and shop-based employees and their thoughts on work-life balance, corporate culture and productivity. The 'Balance, we all need it' positioning has built a high-trust culture that has empowered people to work in the way that suits them best. The change strategy taking place in the midst of an incredible challenge is a bold, brave move from William Hill.



Silver – PwC Poland

PwC Poland has recruited heavily recently, a move that has facilitated a massive average age reduction and increase in diversity. To integrate the company, it has introduced a new employer brand that helps lead and engage employees across all demographics. Judges thought the thematic segmentation of PwC's staff was proof that employees were able to contribute to the company's culture and direction.



Bronze – Applus+

Applus+ wanted to ensure its employees felt integrated into the company from their first interaction with the business. By ensuring that applicants engaged in video interviews, Applus+ communicated its employer brand effectively to prospective employees from step one. Judges thought this integration of the recruitment process and experience was commendable.

Best employer brand management event

Gold – EY

EY needed to reimagine its annual student-focused event into a virtual programme. To cut through the noise of the countless pandemic-induced virtual events, EY focused on its commitment to wellness. Over the course of five days, EY highlighted the various ways in which it integrates wellness into the employee experience.

The programme got EY's message across while also using celebrity influencers and a healthy dose of fun to ensure engagement. The results spoke for themselves, with high levels of female engagement, an impressive reach on social media and strongly positive candidate sentiment. "I think it's an excellent piece of work," said one judge simply. Another added, "They have really understood the audience and what matters to them."



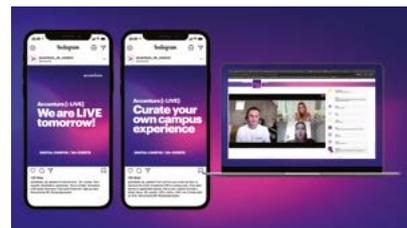
Silver – SAP

The Virtual Diversity Open House was implemented to engage with a diverse audience across North America. SAP brought together over 4,000 attendees in virtual events, communicating about SAP's culture, its commitment to diversity and its opportunities for employees. Judges said the targeting, segmentation and execution were excellent.



Bronze – Accenture and ThirtyThree

Accenture Live was created as a response to the pandemic as a way to engage young people in what would typically be in-person events. ThirtyThree worked with Accenture on a programme of 22 events over five weeks to reach more than 3,000 students across the UK. "The variety of topics on offer feels really relevant, and the level of internal engagement is strong," said one judge.



Bronze – BT Consumer and DRPG

Consumer Live is BT's biggest event of the year. BT works with DRPG annually to bring its employees together in person. But, the pandemic meant Consumer Live had to go digital. A comprehensive programme featuring diverse sessions and guests ensured high levels of engagement and participation. Judges praised the strong strategic approach and excellent results.



Best brand ambassador programme



Gold – Mars and Symphony Talent

In 2019, Mars launched an award-winning global campaign – Mars Insiders – to give students and graduates an inside look at its early talent programmes and life at Mars. In 2020, it wanted to maximise its impact among students, while adapting to meet the challenges posed by the pandemic. Turning to a digital implementation, Mars and Symphony Talent improved signups, increased the amount of content shared by Insiders and thereby used its Insiders to amplify the employer brand.

The Mars Insiders programme is an excellent example of a student campaign that puts young talent at the heart of the business. Judges called the programme, “impactful,” and “well-thought through.” One judge added, “This is a great way to take their people on the journey with them and ensure they are engaged in the role.”



Silver – Wiser

Wiser’s brand is built on its student ambassadors. The Wiser Academy has iterated year-on-year, implementing changes in response to feedback and rebranding to engage a more diverse audience. Judges loved the way the Wiser Academy responded to candidate feedback in a constructive way. Judges praised the way it connects students with their peers, helping Wiser achieve its recruitment objectives through ambassadors.



Bronze – Booking.com and Cloudfactory

Booking.com looked to boost engagement among its employees. It worked with Cloudfactory to unite its staff on the one thing that brought it together: travel. Inspiring brand ambassadors to share their travel experiences yielded greater engagement and a stronger sense of unity. One judge said, “Astonishing engagement both internally and externally. The fact it became a TV ad is testament to the quality of the work.”

Best onboarding and/or reboarding programme

Gold – The Good Care Group and Creed Comms

Excellent talent is highly sought after in the care sector. For the Good Care Group, the expense and time put into the company's week-long training courses made the conversion of prospective employees essential. The group worked with Creed Communications to develop an onboarding experience that would differentiate the company and make the case for its employer brand.

Using a launch video and digital onboarding pack, alongside a training guide that featured tips and information from existing employees, the Good Care Group was able to make a 46% improvement to its dropout rates. Judges thought this standout programme did an excellent job at reducing dropouts through a clear, simple and achievable strategy.



Silver – Sibur and makelove agency

Petrochemical company Sibur needed to introduce employees to a complex industry in just a few days. It worked with makelove agency on a suite of branded communications that not only welcomed new staff members, but introduced them to the culture and character of the business. Judges thought the creative execution and chatbot implementation were excellent.

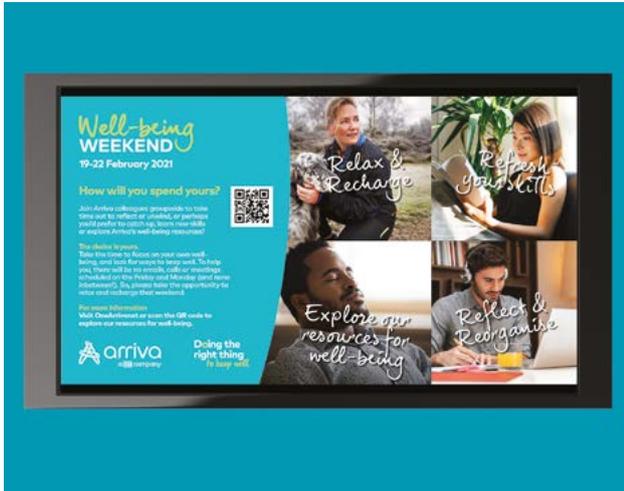


Bronze – BT and Ph.Creative

BT built the positioning of 'the protectors' into its onboarding programme for employees, communicating its cybersecurity credentials and values in the process. The digitally integrated welcome pack and communications were designed to immerse new employees in the BT culture. "Fantastic innovation," said one judge of the standout work.



Best employee wellbeing initiative



Gold – Arriva and WPA Pinfold

The pressures of the pandemic saw Arriva's employees noting higher levels of stress and fatigue. In response, Arriva worked with WPA Pinfold on a wellbeing initiative that would make an unprecedented statement to its workforce. The Arriva Wellbeing Weekend allowed work-from-home staff to take a Friday and Monday off, extending their weekends to four days.

The programme had to acknowledge the needs of on-site staff as well. It also spurred a broader examination of wellbeing at Arriva, with further initiatives like 'Wellbeing Wednesdays' and mental health awareness activities taking place across the business. Judges thought the one-off weekend was commendable, but Arriva's renewed commitment to its wellbeing strategy as a result made this programme a winner. One said, "I liked this one because it responded to a need; they bothered to ask and then built their response around the answers, which will have legs beyond Covid."



Silver – Axiad

Axiad responded to the shift to remote working by focusing on its employees' safety and wellbeing. It introduced a programme of events and resources designed to support people as they worked from home while keeping a strong sense of the company's culture alive. Judges said it was smart and practical, creative, fun, personal and authentic.



Bronze – Publicis Sapient

Publicis Sapient ensured that its focus on employee wellbeing tackled three key areas: environment and infrastructure, enabling conversations, and connecting to purpose and equipping people to have better days at work. Judges thought this workstream-based approach allowed the company to focus on wellbeing and deliver excellent results.

Highly commended – Places for People

Best employer brand management from the engineering and manufacturing sector

Gold – Hyundai Motor Europe and BrandPointZero

Hyundai Motor Europe wanted to better communicate with employees about career opportunities and its positioning as an employer. It worked with BrandPointZero on a new EVP that put people first. The resulting brand, 'What moves you, drives us,' allowed Hyundai's employees to engage more deeply with the business. Recognition programmes, social media communications and cultural touchpoints were improved as a result of the new EVP.

"Really clear challenge and objectives," said one judge. "It feels like an authentic employer brand developed from a lot of research and activated nicely across multiple channels and platforms." Another added that they "liked the joined up approach" across the internal and external brands.



Silver – Nexans and Symphony Talent

Nexans' employer brand is brave. It puts the company's work and products at the very heart of the recruitment and attraction experience. Working with Symphony Talent, Nexans was able to communicate about its business in an imminently engaging, creative and innovative way.



Bronze – Turkish Aerospace

Turkish Aerospace recognised the value of education in building the engineering sector of tomorrow. Its Kid Inventors' Day is a meaningful way to encourage STEM education and engage children around practical applications of science and engineering. By focusing on its employer brand of the future, the organisation is building a stronger company every day.



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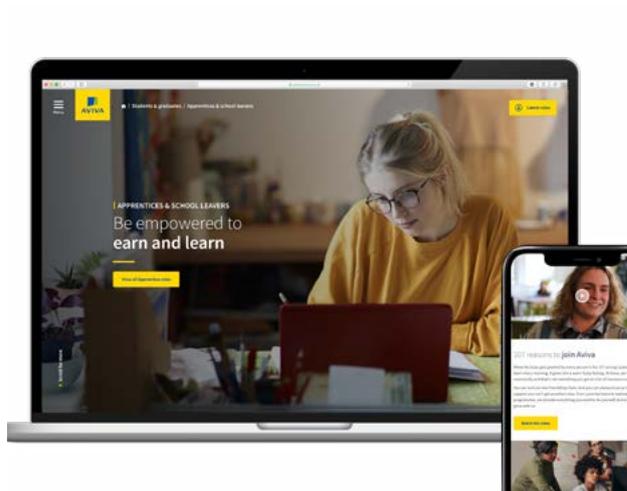
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Best employer brand management from the financial services sector

Gold – Aviva and Blackbridge Communications

With an outdated careers website rife with stock imagery and bland content, Aviva needed to reimagine its employer brand to engage the best talent. It worked with Blackbridge Communications on a message of empowerment that resonated from the inside, out.

It rethought the design, UX and content on the careers site and used employees' photos and stories as part of the site content. The renewed messaging shone a light on Aviva's character, improving the brand's ability to form a connection with prospective employees. And the results were staggering. The impactful site was able to improve the pool of users and increase deep engagement with potential employees.



Silver – AMS and Royal London

To put people at the heart of the Royal London brand, Alexander Mann engaged in the strategic implementation of a new EVP. Judges thought the approach was incredibly thorough and comprehensive. It delivered the new employer brand to great success.



Silver – MyCSP on behalf of Civil Service Pensions

MyCSP uses its annual in-person events and roadshows as a way to showcase its unique personality to prospective and current employees. But, the pandemic facilitated a shift to digital which harnessed MyCSP's unique creative strategy and bespoke brand assets. Chilli Communication supported the event implementation which judges thought livened up the typically dull topic of pensions.



Best employer brand management from the FMCG sector



Gold – Philip Morris International and Dawson Walker Communications

Philip Morris International (PMI) has committed to the daunting task of transforming its business to prepare for a smoke-free future. To engage its global workforce behind the dramatic shift, it worked with Dawson Walker Communications on a new employer brand aligned with its external positioning.

The employer brand has worked to overcome preconceptions about PMI through the development of employer brand pillars centred on change and a future-facing ethos. The resulting 'Make History' campaign and branding is well suited to a company in the midst of a radical transformation. Judges thought this was bold, ambitious and effective at meeting the massive challenge PMI was facing.



Silver – Heineken and Cloudfactory

The Heineken Company had a disparate, somewhat dated, mostly under-informed perception as a corporate brand across each of its 70 markets. It worked with Cloudfactory on its first-ever EVP, which aimed to reach a young audience looking for a welcoming and inspiring corporate culture.

Best employer brand management from the healthcare and pharmaceuticals sector

Gold – The Good Care Group and Creed Comms

The Good Care Group had to compete for talent in a challenging industry. To do so, it focused on its offer to prospective employees, reimagining everything from its employer brand to its onboarding process. The care group worked with Creed Comms on research that examined the business from the inside, out, alongside a competitor review.

The new employer brand, 'There's nowhere better' used the results of that research to refine the employer brand and better communicate the rewarding careers on offer at the Good Care Group. "All-around great employer brand management work," said one judge. "The collateral and results demonstrated the success generated. The creativity was excellent too." Another judge said, "Hands down a winner in my book."



Silver – GSK and Tonic

GSK undertook a two-year journey to understand what its target talent audience values from a modern employer. It worked with Tonic on an employer brand driven by the company's CEO. By building an EVP founded in the company's values and aligned with its external brand GSK was able to build a stronger, engaged community. "I love the thoroughness of this work and the results generated," said one judge.



Bronze – Signature Senior Lifestyle and WeLove9am

To make itself a stronger competitor in the challenging care home sector, Signature Senior Lifestyle worked with WeLove9am on 'Wake up to better.' The employer brand showcased the excellent working culture and benefits offered by Signature. Visuals depicted employees and the copy style was emotive and invigorating. "This was a very creative campaign that generated impressive results," said one judge.



Best employer brand management from the professional services sector



Gold – CMS and Blackbridge Communications

The legal recruitment landscape is difficult, to say the least. The top global firms duke it out for the best talent during each recruiting period. CMS was struggling to cut-through the noise and reach its target audience. It turned to Blackbridge Communications for a localised, characterful campaign.

The 'Ingenious solutions' campaign was comprised of a series of films featuring two roommates' weird and wonderful solutions to everyday challenges. It communicated CMS' employees lateral thinking and can-do attitudes. Judges loved this unique approach. One said, "This pushed the creative boundaries of a traditional law firm, opening up to a new, fresh audience. Great idea, simply executed to deliver results!"

Best employer brand management from the public sector



Gold – DWP Digital and SMRS

DWP Digital has an incredibly important role to play in UK society. But, as an employer, it was failing to attract desirable digital talent. Working with SMRS, the Department for Work and Pensions crafted a new employer brand, 'digital with purpose.'

Using a fresh tone of voice, the copy style was crafted to keep viewers intrigued. A multichannel campaign outpaced the expected results in an impressive manner. One metric, LinkedIn followers, improved by 50%, capably exceeding the target of 10% growth. The comprehensive employer brand programme was implemented across the business, reaching existing employees and prospective ones, alike.

Best employer brand management from the retail sector

Gold – Asda and Chatter Communications

Asda was a relatively quiet player in the UK's supermarket recruitment landscape. But, with increasing competition, it needed to make its values and culture more apparent in its recruitment. 'Reimagine Retail' is Asda's strategy to change perceptions, and attract and engage people who are excited and inspired by change.

Chatter Communications focused on Asda's collaborative and inclusive culture as well as its adventurous spirit in developing the employer brand strategy. And, with the pandemic making great talent even more crucial a need for grocers, Asda's new approach, was aptly timed. Engagement, applications, hiring rates and Glassdoor ratings have all improved as a result of the new employer brand.



Silver – Leroy Merlin and makelove agency

French DIY retailer Leroy Merlin worked with makelove agency on an employer brand for the Russian market, called 'Unlimited opportunities.' Using an eye-catching visual style, Leroy Merlin was able to both increase applications and decrease attrition. Similarly, its connection with existing employees has improved across every metric.





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Best employer brand management from the technology, media and telecommunications sector

Gold – Fujitsu and Creed Comms

Fujitsu's brand is well-known, but it didn't want to rest on its laurels when it came to attraction, engagement and retention. It worked with Creed Comms on a sweeping employer brand programme that was designed to reframe the way Fujitsu met the world.

The robust development of the EVP was a standout for judges, who found the way the HR team became the internal brand champions commendable. The creative was consistent and easily identifiable while the tone of voice was ownable. One judge said, "This is a highly impressive piece of work. I love the creativity. It was great to see the brand being activated everywhere, including across the onboarding portal, comms literature and office decoration."



Silver – Telegraph Media Group and That Little Agency

The Telegraph Media Group has a renowned external brand, but its employees needed to be engaged in the company's positioning as well. Through research and collaboration, That Little Agency introduced the brand, 'You make the story,' crafting a unifying proposition for employees across the business. Judges thought the EVP was straightforward and well-suited to the company.



Bronze – ASM and Cielo Talent

ASM needed to galvanise its employees through innovation, problem solving and leadership. It worked with Cielo Talent on an employer brand founded in open-mindedness and the strength to forge ahead. Judges thought this approach truly hit the mark with one calling it "a simple and effective EVP programme."



Bronze – SAP

To reexamine its employer brand and corporate culture during the pandemic, SAP communicated across multiple channels to discuss 'LifeAtSAP.' The campaign addressed employees' lives both at work and at home, while focusing on bringing people together despite the challenges of Covid-19. One judge said, "An increase in social engagement is really hard to do, this shows the impact of the creative."



Best employer brand management from the travel, leisure and tourism sector



Gold – Booking.com and Cloudfactory

When speaking to Booking.com employees, Cloudfactory identified a clear and collective passion for travel. The goal was then to transform external perceptions of Booking.com as a transactional portal, to instead reflect this ethos of excitement and adventure. Cloudfactory made all the employees brand ambassadors and supported them in documenting their travels and sharing that information with colleagues.

The video content was repurposed and used across various key points in the business' calendar. Not only did the campaign unify staff behind a joint love, but it reconnected them with Booking.com's purpose and values. "I really love this campaign," said one judge. Another added that the use of UGC and employee engagement techniques was "inspiring and relevant."



Silver – easyJet

To encourage employees to stay connected to the business throughout the pandemic, easyJet focused on improving its reputation as an employer, increasing internal mobility, prioritising employee wellbeing and approaching resourcing with a more efficient strategy. In the midst of a chaotic year, easyJet's employer brand results showcase its commitment to its people.

Best employer brand strategy during Covid-19

Gold – Orkla and Symphony Talent

Headquartered in Norway, Orkla is a house of brands operating in the food and beverage, FMCG and personal care sectors. It runs an exclusive internship programme for 38 students each year. With the onset of Covid-19, the usual programme had to change. To ensure interns were engaged in the company's culture, and would want to stay with the business, Orkla developed an engaging virtual theme.

The resulting concept, O-Life was a festival-themed experience focusing on employee wellbeing. Communications used festival-like visual cues and activations to make Orkla's culture shine. The festival content also reached beyond the internship audience, yielding excellent engagement across social media. "This feels very personalised. It engaged new interns in a challenging and innovative way," said one judge. Others commended the ability to adapt in an exciting, unique and ownable way.



Silver – AXA UK and ThirtyThree

Axa's annual support for Pride had to be reimagined for life during Covid-19. Instead of in-person events, Axa took Pride online. And, instead of less engagement, it actually yielded more. Stride for Pride engaged with employees at home and their families, delivering greater results and stronger connections to the brand. Judges loved the results of this campaign, praising Axa for its creativity and flexibility.



Bronze – MyCSP

MyCSP has never shied away from employee engagement. During the pandemic, its distinctive employer brand helped maintain its reputation. It bolstered its wellness programmes, leadership communications and virtual event credentials with the support of Chilli Communication. Judges thought MyCSP's ability to achieve excellent engagement results with limited resources was a commendable feat.



Highly commended – PwC Poland

Highly commended – SAP

Best ongoing commitment to employer brand management



Gold – SAP

SAP is synonymous with employer brand management. Its focus as a business has always been on its people. The tech sector's notorious competition for talent makes SAP's ability to stay true to itself and foster its talent even more admirable. Over the past year, 'LifeAtSAP' has helped the company work through the challenges posed by the pandemic.

But, Covid-19 in no way hindered SAP's employer brand strategy. It has, in the past year, focused on brand localisation, diversity recruitment, internal engagement, health and wellbeing, culture and communications. It has always been a success in the eyes of judges, and this year was no different. Judges called it a "well-rounded, holistic approach during Covid-19," and a "nice way to bring people together." One judge praised the way that SAP managed to maintain the strength of its employer brand throughout the pandemic.

Best creative execution of the employer brand



Winner – EY

EY achieved something it had previously been unable to do. In fact, it achieved something few, if any, in its industry had been able to do. It saw an even split of men and women applying for graduate positions. Its graduate employer brand campaign was designed not only to appeal to a more diverse audience – in terms of demographics and geography – but to improve the understanding of the opportunities available at EY.

By implementing a digital-first, personalised experience introducing graduates to the company, EY was able to build stronger connections with its target audience. Tying into the EVP, 'It's yours to build,' the AR experience put people's careers in their own hands. And, as a result it saw incredible metrics across every one of its objectives. An increase in applications also yielded an increase in female applicants and applications for roles outside of London, to name just a few.

Judges loved it as well. They praised EY for connecting excellent, immersive creative work with the company's employer brand in an authentic way. "They have really thought about their target audience and how to appeal to them in a digital way." Across its strategy, targeting, creative delivery and results, EY has delivered every step of the way making it the clear winner of this year's 'Best creative execution of the employer brand.'

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Winner – The Good Care Group and Creed Comms

Competing for the best talent in the care home sector is no mean feat. The Good Care Group (TGCG) knew that to maintain its excellent reputation, it would have to up its game when it came to its employer brand. It turned to Creed Comms to support its developing reputation as an employer. One of the key touchpoints they focused on was onboarding. All TGCG's hires were required to spend a week in a London-based training course, but conversions off the back of the expensive and comprehensive programme were not meeting expectations.

Creed Comms deployed the employer brand, 'There's nowhere better' across onboarding communications to great effect. An onboarding video was developed to communicate with trainees and put them at ease as they began their training. A digital training pack also helped introduce trainees to the programme in a more accessible way than the previous email comms had done. Putting the employer brand at the heart of the communications helped trainees understand TGCG's positioning and its offer as an employer. This turned things around drastically. The dropout rate improved by 46%, resulting in many more trainees accepting offers following training.

Judges were immensely impressed with the way TGCG put employer brand management to excellent use in a way that affected both the organisation's reputation and its bottom line. They praised the outstanding results, the engaging creative, the successful communications and the strategic foundations. "A hands down winner in my book," said one judge. The Good Care Group and Creed Comms are the deserving recipients of this year's 'Grand prix.'



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